

# CHAPTER 3

## MANAGEMENT OF THE OFFICE OF THE CHAPLAIN

When Religious Program Specialist (RP) petty officers are advanced to RP1 or RPC, they are accepting responsibility for the work of others—in both professional and military duties. Every petty officer is expected to be a leader as well as a technical expert. Therefore, RPCs and RP1s should strive to improve their leadership ability and to increase their technical knowledge through study, observation, and practical application.

The purpose of this chapter is to help the RPC or RP1 acquire the leadership skills necessary to attain managerial competency as an office manager or as an administrative office supervisor. This chapter will also present the basic skills that the manager of the office of the chaplain must possess in order to have an effective and well-run office. Whether at sea or ashore, the same elements of good management affect the operation of the office of the chaplain.

### RELIGIOUS PROGRAM SPECIALIST AS MANAGER OF THE OFFICE OF THE CHAPLAIN

The RPC or RP1 serving in the office of the chaplain is likely to be the senior petty officer there and consequently will assume the role of office manager. The primary goal of the RPC or RP1 who is manager is to plan, organize, direct, and control the operation of the office of the chaplain in such a way that the mission of the Command Religious Program (CRP) can be accomplished.

### RESOURCES OF THE MANAGER

The basic resources of a manager are personnel, office organization and facilities, time, money, and materiel. The effective manager integrates all five resources into a unit that can successfully accomplish CRP objectives.

### Personnel

Since the efforts of assigned personnel will ultimately determine how effectively CRP goals will be achieved, it follows that supervising and training people is the central, most important managerial task. Even the best equipment or the best possible arrangement of jobs will be of little value unless the office is staffed with well-trained, highly motivated personnel.

**PERSONNEL ASSIGNMENTS.**— Personnel assignments are made by the Naval Military Personnel Command (NMPC) and the Enlisted Personnel Management Center (EPMAC). Navy recruiters provide personnel to fill authorized billets.

As personnel assets are made available to NMPC and EPMAC, some billets must be filled on a priority basis. After all priority manning has been completed, the remaining personnel assets are distributed on a fair-share basis to fill existing billets. This distribution process forms the basis of the Navy Manning Plan (NMP) and is monitored on a continuing basis by EPMAC.

**PERSONNEL MANAGEMENT.**— Machinery and equipment can usually be purchased when needed, but conscientious and dedicated people can be obtained only through effective leadership and support. The leading RP must show a great deal of interest in the performance of assigned personnel. How well they perform is directly related to the performance of the leading RP. In order to guide assigned personnel in the area of performance, the RPC or RP1 must closely observe their day-to-day office activities, identify weaknesses, and recognize any poor work habits that have developed.

Whenever difficulties arise, positive steps by the leading RP will usually make assigned personnel feel more at ease. Identification of the error, negative trend, or weakness, together with encouragement by the leading RP, will most often

result in personal growth through trial and error. Whenever constructive criticism is necessary, it should be offered in private. Conversely, a good time to give praise would be at morning quarters or at an awards ceremony.

**PERSONNEL DUTIES.**— All RPs are expected to perform the duties of their rating at their present paygrade and are responsible for the requirements of all lower paygrades. This is a good and necessary condition of naval organization, but it should be remembered that everyone has special talents and preferences. A good supervisor always learns what each person likes to do well enough to put extra effort into the task. Of course, not all assignments can be made on this basis. However, if individuals are able to work at the things they do well and enjoy doing, the quality and quantity of their work will improve, and the office morale will improve as well.

Religious Program Specialists will most likely be required to stand watches outside the office of the chaplain. This may be particularly true aboard ship. Fire watches, security patrols, quarterdeck watches, shore patrol duties, damage control or fire-fighting teams, and other duties will be required of RPs from time to time. Also, RPs (especially those in paygrades E-3 and below) will be required to perform messman duties, serve as compartment cleaner, or serve on working parties outside the department as division officers may direct.

**PERSONNEL TRAINING.**— As office manager, the leading RP should determine what training and experience assigned personnel have had as soon as possible.

One of the requirements of the office staff, and particularly the leading RP, is to establish a training program. A much more effective training program can usually be developed if each staff member is given the opportunity to offer suggestions as to the training needed. In this way, it will be a group effort, and each person will have made a contribution to the total training program. It will also be necessary to maintain training records. Chapter 10 of OPNAVINST 3120.32, *Standard Organization and Regulations of the U.S. Navy* (SORM), should be checked to determine the proper procedures for maintaining training records.

Since transfers, leave, or hospitalization would necessitate changes of personnel within an office, a good manager will occasionally rotate assigned personnel in the various jobs. This is a vital step

in preventing office routine from breaking down when a key person is absent. This practice will also give individuals an insight into the way each task contributes to the overall operation of the office. The leading RP should be prepared for the unexpected by cross-training personnel so that they are able to replace each other and, should it become necessary, be able to assume temporarily the responsibilities of the leading RP.

#### **Office Organization and Office Facilities**

Personnel should have a clear understanding of their job assignments and the authority commensurate with each job. Co-workers may be required to help each other from time to time, and personnel may need to be reassigned if the work load changes substantially.

If a new office is being set up, immediate decisions will have to be made regarding assignments. In an office already in operation, very few changes may need to be made in duties until the leading RP has been in charge for some time and has become thoroughly familiar with the operation of the office.

One method that has proven to be quite effective in ensuring that each individual clearly understands the job description is to "put it in writing." A written job description for each person in the office will ensure that all personnel are fully cognizant of their responsibilities. Written job assignments will also contribute to a smooth and orderly transition when an individual is relieved or rotated to another assignment. In addition, it will assure that those tasks that must be performed on a regular basis are not overlooked. In most instances, a formal memorandum is not necessary to establish the requirements of a particular job; a list of those tasks that are required by that job is usually sufficient. The list should be placed on the desk leaf of the desk where the work must be done. The leading RP should also keep a copy of the list so that it can be referred to, if necessary.

When duties are being assigned, it is best to give similar or related tasks to the same person. The proper combination of duties speeds up operations by eliminating wasted motion, and it can also improve accuracy. The work load should be divided as fairly as possible. Past experience and various studies indicate that an uneven work load lowers morale and thereby decreases office productivity. There may be times when a person seems to be overloaded, but closer observation

may reveal that the individual needs some guidance in organizing the work. On the other hand, the work load of another individual may have gradually increased to the point that present duties are completely out of line with the original assignment. In such cases, the work assignments must be reviewed and adjusted to ensure equity of assignments and the timely completion of the work.

As office manager, the RPC or RP1 may have an opportunity to help arrange the office. When planning and carrying out the layout of the office, the manager must be concerned with the work flow and personnel as well as the office equipment. Personnel and equipment should be arranged in the office in the manner that permits the following advantages:

- Effective supervision
- Adjacent location of personnel performing similar functions
- Location of personnel who have the most frequent visitors near entrances and service areas
- Maximum comfort for both staff members and visitors
- Easy access to files, duplicating equipment, and communications equipment
- Good lighting and ventilation
- Clear passages

Additionally, it is important to remember that the appearance of the office reflects the caliber of work being accomplished by the office force; therefore, the following practices should be employed:

- Office spaces should present a neat and uncluttered appearance.
- Personal belongings, such as articles of clothing, stereo tapes, and paperback books, should be stored in closet spaces out of sight.
- Desks should be kept free of excess papers or supplies.
- File baskets should be well organized and emptied frequently.

If possible, the manager's desk should be located so that the entire office is in full view. This will enable the manager to be aware of what is going on in the office at all times without interrupting the work in progress.

The office of the chaplain should be readily accessible to people who seek help or information from this source. Placing the desk of the leading RP or assistant supervisor near the entrance to the office can provide support in this area.

If there are two office spaces, the RP manager should consider locating assigned personnel in one room and the supplies, duplicating machine, and other frequently used equipment in the other. This arrangement will eliminate the need to call back and forth between offices and will make supervision easier. Another advantage of such an arrangement is that noisy jobs, such as duplicating, will not disturb the regular office routine.

Office arrangement is an area in which there is often room for improvement. It may be apparent from even casual observation that an office has been laid out with little regard for the tasks to be performed. One room may be overcrowded, while in another, space is being wasted.

Good planning will result in efficient use of space and manpower. Therefore, a great deal of attention must be given to the mission of the office, the work flow, and the duties of personnel when office arrangement is being planned. If the office of the chaplain is not functioning properly, a relocation of personnel and equipment could improve the overall operation.

## Time

The one basic management resource that is perishable and can never be replaced is time. In order to manage time effectively, an office manager must do a great deal of planning. Effective management of time involves establishing priorities, delegating work properly, clearly defining individual jobs, and ensuring that good working conditions and equipment are provided. Two tools that are effective in the management of time are wise planning and the proper assignment of priorities.

**PLANNING.**— The question is often asked, "Why is there never enough time to do the job right but always enough time to do it over?" No one knows who first asked this question, but it is one worth considering. The time and effort devoted to planning will pay large dividends later in terms of time and effort saved.

To plan properly, a person must first have accurate information about both the present and past working systems. When a new assignment is undertaken, the person often makes changes before understanding how the current system

works. When a person is new in an assignment, many things that are done may appear strange and some may even seem to be pointless. However, a wise manager will not react to first impressions but will study the situation before making sweeping changes. The reasons for performing a task in a particular fashion maybe seen as sound once the total system has been studied and is understood.

Planning must be flexible because sometimes the best of plans have to be revised. If a devised system fails to work as efficiently as it should, a change may be in order. The alert supervisor monitors the system to see whether the plan is working, and makes adjustments if necessary. An efficient supervisor also watches for changes in function, personnel, or working conditions and modifies the system to meet the changing situation. A practice should not be continued just because "it has always been done that way." If it is clear that there is a better way to complete a project, then the necessary changes should be made.

If plans are realistic and carefully prepared in detail, it will be easier to implement them. Chaplains will find such plans easier to understand and will be more likely to approve them. Office personnel will also find them easier to carry out.

While the supervision of others is clearly a managerial function, all supervision involves the wise use of time. The RPC or RP1 cannot "look over the shoulder" of all assigned personnel all the time. The wise supervisor will ensure that assigned personnel are time conscious and that the work load is planned to ensure the most time-efficient operation of the office of the chaplain.

**PRIORITIZING.**— Establishing priorities for the tasks to be performed will help ensure that staff members fulfill their primary responsibilities. It will further enable the leading RP and assigned personnel to meet deadlines and will make it easier for everyone to complete all tasks in a timely manner.

The work to be done in the office of the chaplain should be divided into categories, and priorities should be established. The office work might be divided into the following categories.

**Priority I.** This is work that should be completed daily. For some of these tasks there is little or no opportunity to calculate in advance the amount of time or work that will be required to complete them; therefore, advance preparation is not possible. Priority I tasks may include typing correspondence, posting office receipts, processing incoming and outgoing mail, routing messages, and supervising working parties.

**Priority II.** This is work in which advance preparation is possible. Most of these tasks have established deadlines. Priority II tasks may include procuring and stowing office supplies, scheduling training, and preparing reports.

**Priority III.** This is work of a routine nature that can be accomplished as time permits. Priority III tasks may include filing correspondence and reports and entering changes to publications.

The examples given above may not necessarily be the priorities every leading RP will establish. The priorities of a particular office will be determined in large measure by local operations. When establishing priorities, the leading RP will have to bear in mind the requirements that the command chaplain will place on the office.

## **Money**

Each fiscal year (FY), Congress allocates a certain amount of money for command operations. The command will designate a specified amount for functions of the Command Religious Program (CRP). The RPC or RP1 will assist the chaplain in the formulation of the budget and the management of the CRP allocation. Financial management of the CRP will be covered in depth in chapter 4 of this manual.

## **Materiel**

Appropriated funds will be available each FY with which to buy materiel necessary for the operation of the CRP. Some supplies, such as chaplains' vestments, may last many years; consequently, control of these items should be relatively simple. Other materiel, such as office supplies, are consumables that may need to be restocked often and, therefore, require rigid control by the RPC or RP1. RP 3 & 2, module

2, *Logistic Support and Financial Control*, NAVEDTRA 287-02-45-81, covers financial control and logistic support in detail.

## DAILY OFFICE ROUTINE

Receptionist duties are discussed in detail in chapters 5 and 6 of RP 3 & 2, module 1, *Personnel Support*, NAVEDTRA 287-01-45-82. Several specific duties are addressed in this section as responsibilities that pertain to all RPs.

## Facilities Usage Schedule

One responsibility of the RP is to maintain a facilities usage schedule. This schedule is maintained to ensure that scheduling conflicts do not occur. Since facilities used by the Command Religious Program are available to all command personnel and their dependents, these facilities are much in demand. Use of the facilities is usually

granted on a first-come-first-served basis. Although some events will necessarily take priority, arrangements for special religious services and observances should be made well in advance. It is the duty of the RP to maintain a record of all activities scheduled in the CRP facilities. Figure 3-1 shows a typical chapel facilities usage schedule for 1 month.

## Watch Log and Master Locator Board

The logbook is used by the duty RP to record daily happenings during the operation of the office of the chaplain. Such events as the daily worship services, visitors to the office, and important or emergency message traffic are but a few of the items that may be logged. The command chaplain will provide additional guidance in this area.

Maintenance of the master locator board is very important. Since the chaplain must be

MONTH OF <u>SEPT</u> 1985			
1 0800-1000 MASS 1100-1200 PROT. WORSHIP 1400-1500 PYOC	2 LABOR DAY	3 1800-2000 PROT. SUNDAY SCH. CURRICULUM BRIEF.	4
8 0800-1000 MASS 1100-1200 PROT. SVC. 1400-1500 PYOC 1800-2000 BIBLE CLASS	9 1900-2000 CHAPEL CHOIR PRACTICE	10 1800-2000 PROT. SUNDAY SCHOOL TEACHERS TRAINING RM 6	11
15 0800-1000 MASS 1100-1200 PROT. SVC. 1400-1500 PYOC 1800-2000 BIBLE CLASS	16 1900-2000 CHAPEL CHOIR PRACTICE	17 1800-2000 PRE-DEPLOYMENT FOR USS DALE FAMILIES	18
22 0800-1000 MASS 1100-1200 PROT. SVC. 1400-1500 PYOC 1800-2000 BIBLE CLASS	23 1900-2000 CHAPEL CHOIR PRACTICE (DRESS REHEARSAL)	24 1800-2000 "SYMPHONY OF PSALMS" (STRAVINSKI) by CHAPEL CHOIR	25

287.189.1

Figure 3-1.—Chapel facilities usage schedule.

available for emergency calls on very short notice, it is necessary to know where he can be contacted at all times. The best way to accomplish this is to continually update the master locator board (fig. 3-2). A small piece of Plexiglas and a grease pencil can be used for this purpose.

### File of Referral Sources

Navy members and their dependents who are experiencing difficulties may not always turn immediately to the office of the chaplain for assistance. As a result, a problem may be quite serious and the aid of certain professionals may be necessary by the time the chaplain is contacted. A locator file of referral agencies should be maintained by the RP. These agencies may include the American Red Cross, fire and police departments, base or area medical facilities, local churches and members of the clergy, the poison control center, and the local crisis "hotline." The RP should review and expand this file of referral sources on a continuing basis. The chaplain may direct the RP to assist in making a referral for visitors to the office.

### Crisis or Emergency Calls

Since handling emergencies may be a part of the RP's routine, the ability to work calmly under pressure is an important qualification. A visitor

or caller who is upset may become even more so if the RP appears nervous or hesitant. However, the RP who makes the visitor or caller feel at ease and welcome may help the person approach the problem more rationally. Teaching subordinates to work calmly under pressure is part of personnel management. The leading RP can offer guidance regarding the following basic procedures:

1. Act in a caring and courteous manner toward a caller or visitor experiencing a crisis
2. Alert the chaplain or co-workers when dealing with a possible suicide attempt, bomb threat, or other similar emergency
3. Know the location of the chaplain at all times and be able to make contact quickly

### Office Files

Detailed information pertaining to maintaining the Command Religious Program (CRP) files and records can be found in chapter 3 of RP 3 & 2, module 3, *Administration*, NAVEDTRA 287-03-45-83.

## NAVAL DIRECTIVES

In order to standardize policy and regulate operations, the Navy has developed directives and

NAME	DATE	TIME OUT	TIME IN	PHONE EXT/REMARKS
BYRD, RPC	2-17-83	0900		1701 (STAFF MEETING)
Gloom, Lcdr	2-17-83	0940		405-2A7B (Hospital)

Figure 3-2.—Locator board.

continuously revises them, as necessary. Naval directives convey policies, procedures, and information through the Navy Directives Issuance System. Some directives pertain to every member of the Navy, while others pertain only to a particular command or to a certain geographical area. Still others address a particular mission, idea, or goal.

## **INSTRUCTIONS, NOTICES, AND CHANGE TRANSMITTALS**

Three types of naval directives are used in the Department of the Navy: instructions, notices, and change transmittals.

### **Instructions**

An instruction is a Navy directive having continuing reference value or requiring continuing action.

An instruction must be issued when one or more of the following elements apply.

- Regulates or is essential to effective administration
- Establishes policy
- Delegates authority or assigns responsibility
- Establishes an organizational structure
- Assigns a mission, function, or task
- Initiates or governs a course of action or conduct
- Establishes a reporting requirement
- Establishes a procedure, technique, standard guide, or method of performing a duty, function, or operation
- Changes, supersedes, or cancels another instruction

### **Notices**

A notice is a Navy directive issued for a brief duration. It normally remains in effect less than 6 months, but is not permitted to remain in

effect longer than 1 year. A notice serves one or more of the following purposes:

- Requests comment, approval, or information
- Directs the routine execution of established operations, such as matters pertaining to individual personnel actions or special shipments of material
- Makes informative announcements, such as education or promotion opportunities, recreational activities, work improvement plans, suggestions for morale building, changes in office locations, or telephone extensions

### **Change Transmittals**

A change transmittal is the medium used to transmit changes to an instruction or, under extenuating circumstances, a notice. Each transmittal describes the nature of the changes issued and gives directions for incorporating the changes.

## **DRAFTING DIRECTIVES**

When directives are issued by a higher echelon, local commands can issue a directive amplifying the information for application at the local command level. For example, on 14 December 1983, the Secretary of the Navy issued an instruction designated SECNAVINST 1730.7. This instruction deals with the Responsibilities for Religious Ministries in the Navy. The Chief of Naval Operations then issued an instruction, OPNAVINST 1730.1A, dated 5 November 1984, which amplified SECNAVINST 1730.7 and paved the way for implementation of the parent directive throughout OPNAV. In turn, subordinate commands, to which the parent directive applies, should draft their own instruction based on guidance from their chain of command, thereby implementing SECNAVINST 1730.7 at the local command level.

The RPC or RP1 may be tasked by the command chaplain to draft directives pertaining to the CRP that reflect directives from higher authority. When so assigned, the RPC or RP1 should read carefully the governing directive before drafting the command directive. This will ensure that the amplifying information is clearly defined for implementing the governing directive.

## **FILING DIRECTIVES**

After directives have been received and routed, they should be filed according to consecutive SSIC numbers and series indicators. Change transmittals are incorporated into the directives to which they pertain. Instructions, notices, local directives, Marine Corps orders and bulletins are all filed separately. Another rule for filing directives is that they are filed in order of seniority of the issuing authority; for example, SECNAV, OPNAV, CINCLANTFLT, and so forth.

## **REPORTS**

As significant events occur, and/or on a periodic basis, commands throughout the Department of the Navy must make reports to higher levels of command. Reports made to seniors are a primary avenue by which command and control are administered.

The command chaplain must submit reports that convey information about the Command Religious Program. The RPC or RP1 will be responsible for assisting the command chaplain in the submission of various reports.

One effective way to ensure that reports are submitted in a timely manner is to establish a tickler file of reports due. This file documents the date the report is due to be submitted, the proper form(s) to be used, the person responsible for signing the report, the person or activity to which the report is to be addressed, the person(s) who are to receive a copy, and so forth. The RPC or RP1 should check this file daily to ensure that all reports are submitted for signature far enough in advance to allow for corrections. The following is an example of a typical reports-due file.

### **REPORTS-DUE FILE**

#### **MUSTER REPORT**

TO: DIVISION OFFICER  
DUE DATE: 0800 DAILY  
FORM USED: MUSTER REPORT - LANTFLT 1080/1  
SIGNATURE: DIVISION OFFICER (DUTY ADMIN  
ON WEEKENDS AND HOLIDAYS)  
ADDRESS: PERSONNEL OFFICE

#### **WEEKLY ATTENDANCE STATISTICS REPORT**

TO: CHAPLAIN  
DUE DATE: FIRST WORKING DAY OF EACH  
WEEK  
FORM USED: GENERAL RECORD  
SIGNATURE: RPC BYRD  
ADDRESS: COMMAND CHAPLAIN

#### **QUARTERLY STATEMENT OF OPERATIONS AND NET WORTH**

TO: COMMANDING OFFICER  
DUE DATE: 31 DEC, 31 MAR, 30 JUN, 30 SEP  
EACH YEAR  
FORM USED: LOCALLY PREPARED FORM  
SIGNATURE: RELIGIOUS OFFERINGS FUND AD-  
MINISTRATOR (ORIGINAL COPY)  
ADDRESS: COMMANDING OFFICER (ORIGINAL  
COPY)  
COPY TO: CRP FILES/COMMAND CHAPLAIN/  
RELIGIOUS OFFERINGS FUND ADMIN-  
ISTRATOR/RELIGIOUS OFFERINGS  
FUND SUB-ACCOUNT CUSTODIANS/  
CHAPEL BULLETIN BOARD

As with all correspondence prepared for signature, the RPC or RP1 should proofread all reports before submitting them for signature. The tickler file may not be suitable for every situation, but leading RPs should devise some method of calling attention to reports due.

## **COMMAND RELIGIOUS PROGRAM (CRP) PUBLICATIONS**

Ships and stations throughout the Department of the Navy usually have a centralized administrative office where command directives and general publications are stored. The office of the chaplain is usually detached from such administrative offices, but publications are usually available to RPs for use in the office of the chaplain.

Information concerning CRP publications is provided in RP 3 & 2, module 3, *Administration*, NAVEDTRA 287-03-45-83. It should be noted that a copy of each command publication need not be kept in the office of the chaplain. However, RP staff members should have at least a general



knowledge of most administrative publications and be able to refer to them should the need arise.

## PUBLICATIONS STOWAGE

Command Religious Program publications should be stored in accordance with classification regulations in effect throughout the Navy. Most CRP publications are unclassified and can usually be stored openly within the office of the chaplain. However, care should be taken to ensure that the publications are not misplaced. Lending publications is not a good policy and should be avoided; however, if publications must be lent, the duty RP should ensure that the person who borrows the publication completes a GSA Form 23 (Chargeout Record). This record should be retained by the office of the chaplain until the publication is returned.

## PUBLICATION CHANGES

Quite often, information contained in publications becomes invalid, outdated, or otherwise obsolete and must be updated. Usually changes are limited to one or two pages, or the change may affect only one sentence. Since it would not be cost effective to reprint the entire publication each time a minor change is ordered, pen-and-ink changes or page changes will most often suffice.

### Pen-and-Ink Changes

Publication changes involving only a word or two are called pen-and-ink changes. This type of change transmittal is sent out via message. The

change will be identified by noting the publication, chapter, page, paragraph, and line affected. For example, if the Secretary of the Navy determined that the following change was necessary to the wording of SECNAVINST 5210.11, the change would be issued as follows:

SECNAVINST 5210.11 (Change 1)

From: Secretary of the Navy

To: All ships and stations

Subj: Department of the Navy File  
Maintenance Procedures and  
Standard Subject Identification  
Codes (SSIC).

1. Page 1, par. 3, line 4, change "Department of the Navy" to read "Navy Department."
2. This change is effective upon receipt.

A. B. SEA  
Secretary of the Navy

After the pen-and-ink change has been entered, a notation should be made on the record-of-changes page, which is usually located in the front of the publication near the table of contents.

### Page Changes

When major changes need to be made to a page of a publication, a page change is issued. In this case, the corrected page is simply inserted in place of the old page. This change should also be recorded on the record-of-changes page as previously stated. Figure 3-3 shows a sample record of changes.

CHANGE		DATE REC'D	DATE MADE	SIGNATURE
NO.	DATE			
1	10 JUL 76		27 AUG 76	RP2 <i>R. Byrd</i> R. BYRD
2	24 Feb 77		1 Feb 78	<i>V. Weaver</i> LT. V. Weaver

Figure 3-3.—Record of changes.

## **Superseded or Revised Publications**

When a great number of minor or major changes are necessary to a publication, it may be either completely revised or superseded by a new publication. In such cases, either an entirely new, revised publication or requisition instructions for ordering the new publication will be forwarded to all applicable commands. Procedures for disposal of superseded publications are delineated in SECNAVINST P5212.5, *Disposal of Navy and Marine Corps Records*.

## **PUBLICATIONS CORRECTIONS PETTY OFFICER**

The leading RP should appoint an RP2 or RP3 as publications corrections petty officer. At least semiannually, the leading RP should review and check publication changes entered to ensure CRP publications are complete and current. Additionally, the administrative officer periodically receives a listing of instructions, publications, and directives in effect, including series indicators and effective edition indicators. This list can be used by the RPC or RP1 to further ensure that the publications in the office are kept up to date.

## **LIBRARY OPERATIONS**

The Command Religious Program can be a major contributing factor to the morale of personnel who are at sea for extended periods of time. One way to help maintain high morale is to provide a well-stocked shipboard library. Religious Program Specialists are tasked with the operation and maintenance of the shipboard library. The commanding officer may appoint the chaplain or the senior RP aboard as library officer responsible for operating and maintaining the library. The library officer has the following responsibilities:

- Assign and train personnel to function as librarians
- Receive, inventory, record, catalog, and shelve new books
- Update the library collection on a continuing basis
- Maintain library spaces

- Encourage the use of the library by publicizing hours of operation and new books received

Detailed procedures for the operation of the library at sea may be found in chapter 8 of Religious Program Specialist 3 & 2, module 1, *Personnel Support*, NAVEDTRA 287-01-45-82.

## **NAVAL COMMUNICATIONS**

In the Navy, all written material, such as letters, documents, publications, charts, and messages addressed to or sent from a command, is considered to be official correspondence. OPNAVINST 3120.32, *Standard Organization and Regulations of the U.S. Navy*, contains detailed information concerning official correspondence.

Official naval correspondence is prepared in naval format, using the *Department of the Navy Correspondence Manual*, SECNAVINST 5216.5C. The standard naval letter format is also used to correspond with certain agencies of the United States Government, especially those within the Department of Defense. Some civilian agencies that correspond extensively with the Department of Defense have adopted the naval format.

Most official letters addressed to persons outside the Navy are written in business form, including those dealing with matters relating to individuals and those written to civilian firms and to government officials or agencies that have not adopted the naval form.

Since the Command Religious Program is a command responsibility, all correspondence relating to it and involving the Navy in an official way is considered to be official correspondence.

In the following section, the drafting of professional and pastoral correspondence as well as messages will be discussed.

## **DRAFTING LETTERS**

The basic principles of preparing naval letters can be applied to all forms of official naval correspondence, including directives.

A letter will be more effective if it is carefully planned. An outline, or perhaps some brief notes, will enable the writer to ensure that all ideas intended to be conveyed have been included and arranged properly in the letter.

## Letter Purpose

Planning should begin with a clear purpose. The first step in letter preparation is a clear understanding of the objective(s) of the letter. Identifying the subject will help to clarify the purpose and furnish guidelines as to what should be included in, or omitted from, the letter.

It is possible for a letter to deal with more than one subject, but this is not advisable in most instances unless the subjects are very closely related. A reply on one subject may be prepared in hours, whereas days or weeks may elapse before an appropriate answer can be given on another subject. Therefore, if both subjects are covered in the same letter, unnecessary delay in obtaining a response to one item may result. Furthermore, correspondence may be addressed to more than one department, officer, or agency, and confusion among addressees may result as to which subject should be addressed first. Therefore, writing several letters to the same addressee on the same day would be better than preparing one letter with multiple subject lines. Some common purposes of letters are listed below.

- To request permission or authorization to act
- To request that an action be taken
- To convey information or instructions
- To reply to letters received

While not every letter the RP drafts will fall into one of these categories, they will serve to illustrate how to plan a letter. For instance, when the purpose is to request something, the request should be definitely and clearly stated. Usually there also should be a statement as to why the request is being made and any additional explanations or suggestions that are required or appropriate. When a letter is written in reply to one that was received, the receipt is acknowledged either by citing the letter as a reference or by acknowledging the receipt in the body of the reply.

## Organizing the Letter

The order in which the various parts of the letter are arranged should be planned with the reader in mind. A letter of request, for instance, may begin with the request itself, followed by an

explanation as to why the request is being made. Sometimes, however, it may be clearer to the reader if the letter begins with a discussion of the situation and leads up to the request. A letter of reply frequently begins by acknowledging the letter received. When assembling the letter, the RP should (1) see the body of the letter as a succession of units; (2) arrange these units in the most satisfactory order; (3) complete each unit before moving on to the next; and (4) maintain continuity by providing transition from one unit to another.

In letters of average length, each important unit may be one paragraph, although there is no rule about this. For example, an explanation of various steps of a procedure may be presented more effectively by devoting a paragraph to each step. Some letters, on the other hand, may be so simple that the entire letter may consist of only one paragraph. Just as each letter has a subject, it follows that each paragraph should cover a topic or subtopic. Each paragraph should be structured so that one idea leads naturally to another, and one paragraph leads to the next. In the case of long letters, the final paragraph may be a summarization of the letter.

## Choice of Words

Choosing the right words is an important step in writing. The best words are those that are precise in meaning, are suited to the intended reader, and are as short, simple, and direct as possible.

One mistake that writers often make is using a word that sounds or looks like the correct word. For example, "the chaplain was appraised of the situation. . . ." It probably would have been better in the first place simply to have said, "The chaplain was informed as to the situation. . . ." But in any event, the writer should have known that "to tell" is to apprise, whereas appraise means to evaluate.

The writer should be able to distinguish between the following words: affect and effect; eminent and imminent; counsel and council; adapt and adopt; principal and principle; capitol and capital. These words may be perceived as spelling problems, but the writer must also be aware of the meaning of a word in order to use it correctly. If the meaning or spelling of any word is not clear, the writer should consult the dictionary.

Some examples of words that are frequently misused are listed below with tips

to help you remember the proper usage of each word.

PRINCIPAL means MAIN or the main one

The principal of the school  
Payment of principal and interest  
The principals in the play have the main roles  
The principal objections to the plan are. . .

PRINCIPLE means RULE or theory

The principles of democracy  
We understand it in principle

In choosing between principal and principle, remember—if the word main could be substituted for principal, then principal is the correct word. If the word rule could be substituted for principle, then principle is the correct word. This pattern may not be true in every instance, but it is a good way to remember the difference.

From words that are related or similar in meaning, the discriminating writer will select the one that best suits the purpose of the letter. The words obtain, procure, and secure can serve as an example. Obtain is the more general term. Procure has, in the Navy, a specific connotation of obtaining material through official channels and by approved supply procedures. Secure is often used incorrectly for obtain or procure. Its specialized Navy use, meaning to fasten something down or make it firm, is the correct clue to its general meaning. While the words fewer and less seem much alike in meaning, fewer describes number, and less describes quantity “fewer AWOL cases”; “amp drawing less water.”

In choosing words, always keep in mind the person for whom the letter is intended. For example, when a letter to a senior command is being prepared, “Attention is invited” is used rather than “Attention is directed”; and “it will be appreciated if. . . can be maintained” is used instead of “. . . shall be maintained.”

A directive addressed to all hands should be written in language all can understand. This means that the words chosen must be meaningful to all hands. The following sentence is an example of a simple idea stated in a very complicated manner: “Having cognizance of our rigid operating schedule, the commanding officer, in an attempt to ameliorate morale, is endeavoring to ascertain the proclivities of those personnel who are encountering difficulty. . .”

The following sentence is the same idea stated more simply: “Being aware of our

strict operating schedule, the commanding officer, in an attempt to boost morale, is trying to determine the nature of those difficulties personnel are encountering.”

### Paragraph Organization

A well-written paragraph has unity, which means that the ideas it contains are closely related and are arranged so that they develop a single topic or subtopic of the general subject. In modern official letter writing, the tendency is toward short paragraphs for the sake of readability. This requires not only that all unnecessary verbiage be pared away, but also that the subject matter be carefully organized and subdivided.

**THE TOPIC SENTENCE.**— A fairly long paragraph is frequently made more effective if introduced by a topic sentence. Such a sentence makes a general statement that is developed in greater detail in the remainder of the paragraph. A topic sentence need not stand at the beginning of a paragraph; in fact, it is possible to have a well-written paragraph with a topic sentence in the middle or at the end. In naval correspondence, the topic sentence is less likely to be placed in the middle of the paragraph. If placed at the end, it becomes a summary—a very useful device for pulling the paragraph together and leaving a strong final effect. However, the topic sentence at the end of a paragraph is not used extensively in naval letters and directives. A summary paragraph for an entire letter is sometimes appropriate.

**ORDER OF SENTENCES.**— A well-organized paragraph has its various ideas introduced in an orderly sequence. This sequence may be place order, chronological order, logical order, or order for emphasis. All four have the same purpose—to lead the reader along the desired path with a minimum of backtracking or skipping about, and thereby leave the reader with a clear, strong impression of what the writer is trying to convey.

PLACE ORDER is used for descriptions. The following description was taken from the report of a shipboard accident.

During preparation for the transfer of fuel, seven sections of 2 1/2-inch hose were connected and rigged between a Navy cargo ship and a fuel oil barge. The hose passed through a hold of the ship in which there were several light fixtures of the type designed for use with globes and

guards. The globe and guard were missing from one light fixture, so the light bulb was unprotected. One hose tender was stationed in the hold and another stood outside at a hatch that opened into it.

Notice that the writer begins with the rigging of the hose between the two ships. Then the reader is led inside the hold of the cargo ship and can picture the situation there. Finally, the positions of the two men involved in the accident are given.

The next two paragraphs of the accident report illustrate the use of CHRONOLOGICAL ORDER to narrate events and to explain the various steps involved.

Upon signal to commence the transfer of fuel, a pump was started on the barge, and pressure was applied within the hose. A section of hose in the cargo hold ruptured; the hose whipped with great force, and struck, and broke the unprotected light bulb.

Arcing from the filament of the broken bulb ignited combustible vapor and caused a flash fire which, although extinguished within a short time, severely burned both men. The man who was stationed inside the hatch died approximately 3 weeks later.

Note the amount of concrete detail in both the description and the narrative. This is a condensed report. The original probably had much more detail, such as the names and hull numbers of the ships, the number of the cargo hold, and the names and rates of the accident victims.

Another example of chronological order taken from a Navy directive provides guidelines for USN-R and USNR-R(TAR) personnel who are requesting conversion to the RP rating. In this case, procedures in which time frames are important are involved.

Those USN-R applicants who are approved for conversion to the RP rating must agree to recall to active duty for 24 months with the regular Navy on the date of conversion. Assignment of USNR-R (TAR) applicants approved for conversion to the RP rating will normally be delayed 6 months to allow NAVRESPERSCEEN to program a relief. Therefore, such personnel must incur sufficient active obligated service to cover a 24-month

general assignment in addition to the probable 6-month delay.

When the above eligibility criteria are met, USNR-R applicants will submit a NAVPERS 1306/7 to Commander Naval Military Personnel Command (NMPC-483) via their commanding officer. The back of the form and/or attached sheets should be used to cite past experience and special qualifications. The request must contain a copy of an appropriate Administrative Remarks/ Page 13 entry and an interview by a Navy chaplain.

When there are many steps to be covered, it is often desirable to present them in tabulated form rather than in a paragraph. When this is done, the steps are usually designated by letters or numbers as appropriate.

In the example below, the ideas are arranged in LOGICAL ORDER, leading to a conclusion in the final paragraph.

Most people, no doubt, have thumbed through a mail-order catalog and have been impressed with the number of items available. Tools, clothes, toys, drugs, stationery, and all sorts of household appliances and general supplies are available. Actually, the largest catalog carries around 100,000 different articles.

Compare this 100,000 with the range of items required by the Navy. In our catalogs we carry some 1,200,000 items—more than 10 times as many as can be found in the largest commercial catalog. The Navy supply system carries everything from missile parts to brooms, from electronic parts to potatoes, from uniforms to medicines.

More than 20 million items are issued by the Navy each year. To meet these demands, the Navy carries an inventory of around \$5.5 billion.

In other words, within the total defense supply operation, the Navy portion alone is big business. Measured in terms of dollars, it is twice as large as the entire General Motors industrial complex.

This example demonstrates several things. It shows how facts can be advanced to support a conclusion. In this case, the conclusion that the Navy supply system is big business is supported

by evidence of (1) the range of items carried, (2) the volume of supplies issued, and (3) the size of the inventory. This is also a good example of the use of comparison (Navy supply system catalog compared to a commercial mail-order catalog) to help the reader visualize the facts offered. Emphasis is heightened in paragraph three by the contrast presented in parallel structures. The final paragraph sums up the information presented in the preceding paragraphs and states the conclusion drawn from the evidence.

Time-honored rules of rhetoric have established that for emphasis, an item should stand first or last. This has been regarded as true whether one is speaking of the sentence, the paragraph, or the piece of writing as a whole. When we think of ORDER FOR EMPHASIS, we have this principle in mind. Whether the items placed first and last are remembered longer is open to some question, but either position certainly gives them emphasis at the moment. Which of the two positions offers the greater emphasis depends upon the individual situation. The important thing for the writer to remember is that position is a device for gaining emphasis.

## STANDARD NAVAL LETTERS

Information regarding the format, typing, and mailing procedures for the standard naval letter, joint letter, multiple-address letter, speedletter, and memoranda can be found in the *Department of the Navy Correspondence Manual*, SECNAVINST 5216.5C, and chapter 5 of RP 3 & 2, module 3, *Administration*, NAVEDTRA 287-03-45-83.

## PASTORAL CORRESPONDENCE

Pastoral correspondence stems from the chaplain's pastoral relationship with personnel of the command, their dependents, or civilians. These letters may be regarded as a written extension of the oral communication that takes place between a minister, priest, or rabbi and those who seek to worship. Such correspondence is addressed frequently to naval personnel, their families, civilian clergy, and community social agencies. Business form is used, and the correspondence is signed with the chaplain's own name. The signature should be followed appropriately by the identification, "Chaplain, U.S. Navy," rank, and corps designation. Pastoral correspondence is usually private in nature. Care should be taken

by all office personnel to safeguard this privacy. See figure 3-4.

## PROFESSIONAL CORRESPONDENCE

Professional correspondence takes place between chaplains and relates to matters within their Chaplain Corps. Business form may be used.

When professional correspondence is addressed to the Chief of Chaplains, the appropriate staff chaplain normally receives a copy of the letter. See figure 3-5.

## MESSAGES

While the letter is the form of written communication most widely used throughout the world, the message is used more extensively within the military organization. Communications equipment can be used to electronically transmit messages to or from virtually any location. A naval message is used only when information is of an urgent nature and must be transmitted rapidly. A message should not be used if the necessary information or directive can be sent by some other means, such as letter mail, and still reach its destination in time for proper action to be taken.

### General Style

Naval messages are prepared by following communication instructions issued by the Chief of Naval Operations. Details on the drafting of messages, forms used, and the handling of messages are furnished by local communication activities.

Message drafters must include the word *admin* in the Message Handling Instructions block of the DD Form 173. This will indicate the administrative nature of the message. Nearly all message traffic handled internally by the office of the chaplain will be administrative in nature, except perhaps for messages dealing with serious injury or death. The main reason for the categorizing of messages as either ADMIN or OPERATIONAL is to channel the traffic through the fleet broadcast so that operational traffic will usually take precedence. As previously mentioned, administrative traffic dealing with serious injury or death will usually be transmitted without delay.



DEPARTMENT OF THE NAVY  
NAVAL EDUCATION AND TRAINING PROGRAM  
DEVELOPMENT CENTER  
PENSACOLA, FLORIDA 32509

IN REPLY REFER TO

23 June 1986

Mrs. Leroy Morin  
5239 A Street  
Some City, Texas 12345

Dear Mrs. Morin:

I have talked with your husband concerning your letter of 7 June 1986.

Petty Officer Morin states that he realizes he hasn't written during the past three weeks. He says that he is sorry for this and didn't mean to cause you so much worry. With his extra load of college courses and being undermanned in his duty section (he is working nights now), there is little or no time for relaxing or writing.

Your husband stated that he is taking leave at the end of next month and coming home for 30 days. He tells me that another Machinist's Mate Second Class has been ordered in and is expected to report aboard next week. He will be finished with his college work next month as well.

These factors I have mentioned, coupled with his earnest desire to put you at ease, should help to relax your mind.

If there is any other way I can assist you, do not hesitate to ask.

Sincerely,

ALAN A. APPLESMTIH  
Lieutenant Commander  
Chaplain, U.S. Navy

287.190

Figure 3-4.—Sample of pastoral correspondence.



DEPARTMENT OF THE NAVY  
NAVAL EDUCATION AND TRAINING PROGRAM  
DEVELOPMENT CENTER  
PENSACOLA, FLORIDA 32509

IN REPLY REFER TO

24 May 1986

Chaplain B. J. Barber  
Captain, U.S. Navy  
Naval Station  
Norfolk, Virginia 23511

Dear Chaplain Barber:

Concerning your letter about YNC John W. Johnson, I can only say that you are getting a "top notch" person.

He has the ability and the drive to carry out any type of program you might want. He is especially adept in the Sunday School programs. Chief Johnson's ability to work with people of all ages and backgrounds is unique.

I highly recommend him to you. The old saying is true in this case: My loss is your gain!

Sincerely,

ALAN A. APPLESMTIH  
Lieutenant Commander  
Chaplain, U.S. Navy

287.191

Figure 3-5.—Sample of professional correspondence.



## Originator, Drafter, Releasing Officer

The originator of a message is the command by whose authority the message is sent. The drafter—usually the communications officer or a department head—is the person who actually composes the message for release. The releasing officer authorizes transmission of the message for, and in the name of, the originator. Usually the commanding officer is the releasing officer, but

releasing authority may be delegated if the commanding officer so desires.

## Heading

Figure 3-6 shows a copy of DD Form 173. The RP will not need to fill in all the blocks on this form, but should know which parts must be completed and the function of each of them.

JOINT MESSAGEFORM										SECURITY CLASSIFICATION	
										UNCLASSIFIED	
PAGE	DTG RELEASE TIME			PRECEDENCE		CLASS	SPECAT	LMP	CIC	ORIG MSG IDENT	
1 of 1	DATE TIME	MONTH	YR	ACT	INFO						
BOOK	MESSAGE HANDLING INSTRUCTIONS										
<p>FROM: CMO</p> <p>TO: CINCLAMFLT</p> <p>UNCLAS //NO 5266//</p> <p>MESSAGE FORMAT</p> <p>A. SECNAVINST 5216.1C</p> <p>1. (TEXT)</p> <p>2. (TEXT)</p> <p>3. (TEXT)</p>											
DISTR											
ACTION . . . II											
OO . . . 01 . . . 03 . . . CMO											
DRAFTER TYPED NAME TITLE OFFICE SYMBOL PHONE						SPECIAL INSTRUCTIONS					
H.B. JONES, LT, 43C, 5599 1 FEB											
TYPED NAME TITLE OFFICE SYMBOL AND PHONE											
M.K. SMITH, CAPT, 43 59995											
SIGNATURE						SECURITY CLASSIFICATION				DATE TIME GROUP	
						UNCLASSIFIED					

DD FORM 173/2 (OCR)  
PREVIOUS EDITION IS OBSOLETE  
S. N. 0102 11 000 1116

Figure 3-6.—Sample DD Form 173.

287.192

The titles of commands or activities depicted in the heading of messages should be abbreviated in accordance with the Standard Navy Distribution List (SNDL), parts I and II. The use of some abbreviations in the heading, such as ACT (action addressee) and RR (routine precedence), is permitted for brevity. It is not necessary to list the type and hull number after the name of a ship. However, short titles or abbreviations should not be used in a message addressed to a member of Congress, a commercial concern, or another nonmilitary addressee.

**DATE-TIME GROUP.**— Although the RP does not fill in the date-time group block, knowledge of this information is important. Messages are identified, referred to, and filed by the date-time group.

The date-time group (DTG) is expressed in six digits plus a time zone suffix, a three-letter month abbreviation, and a two-digit year designation. The first pair of digits (05 0102Z JAN 86) denotes the day of the month, the second pair (05 01 02Z JAN 86) the hour of the day, and the third pair (0501 02 Z JAN 86) the minute of the hour. These six numbers are followed by the time zone indicator, in this case, the capital letter Z.

Following the time zone suffix is the month, always abbreviated by three capitalized letters: JAN, FEB, MAR, APR, MAY, JUN, JUL, AUG, SEP, OCT, NOV, DEC. The two-digit year is expressed as 85, 86, and so forth.

Duplicate date-time groups should not be used by the same originator during any 24-hour period. Personnel in the communications center, when about to transmit two or more messages at nearly the same time, will usually shift the date-time group up or back a minute or two so that no two messages transmitted that day will have the same DTG.

When asking the communications center for a copy of a message, the RP should refer to it by the DTG, the subject line, and the originator of the message. Given this information, communications center personnel can usually find the message quickly.

**SECURITY CLASSIFICATION.**— Specific details in regard to security measures for handling message traffic are contained in OPNAVINST 5510.1. *Department of the Navy Information Security Program Regulation*. Most message traffic handled by RP personnel is unclassified. However, all message traffic, whether classified or unclassified, should generally be handled on a need-to-know basis. The leading RP should

caution subordinates to be particularly careful to ensure the security of all messages.

## Precedence

The heading portion of the DD Form 173 contains the PRECEDENCE block, which is usually completed by the drafter, although it may be changed by the releasing officer. The precedence marking assigned is dictated by the subject matter of the text and the desired delivery time.

There are four precedence categories with which the RP should become familiar. Each category has a speed-of-service objective that indicates the maximum desired handling and delivery time. These four categories indicate the following:

- The originator's desired speed of delivery of the message
- The relative order of processing and delivery that the message should receive in the telecommunications center
- The relative significance that the addressee(s) should give to the message

The four precedence categories and their appropriate procedure signs (prosigns) are given below.

**ROUTINE** (Precedence prosign R)—This precedence marking is assigned to those types of messages that justify electronic transmission but are not urgent enough to require a higher precedence. Examples: Messages concerning normal peacetime operations, programs, and projects; stabilized tactical operations; plans concerning projected operations; periodic or consolidated intelligence reports; ship movements; supply and requisition; and administrative, logistics, and personnel matters. Speed-of-service objective: Within 6 hours.

**PRIORITY** (Precedence prosign P)—This precedence marking is reserved for messages that furnish essential information for the conduct of operations in progress. Priority is the highest precedence normally authorized for administrative messages. (Exceptions are messages reporting death, serious illness, or serious injury. These may be assigned Immediate precedence.) Examples: Situation reports on the position of a front where an attack is imminent or where fire or air support will soon be placed; orders to aircraft formations or units to take actions that will coincide with ground or naval operations; immediate movement of naval, air, or ground forces; weather observations with surface wind speeds 33 knots

or less; and all oceanographic observations. Speed-of-service objective: Within 3 hours.

**IMMEDIATE** (Precedence prosign 0)—Reserved for messages relating to situations that gravely affect the armed forces or populace and require immediate delivery. Examples: Amplifying reports of initial enemy contact; reports of unusual movements of the military forces of foreign powers in time of peace or strained relations; attack orders to commit a force in reserve without delay; reports of widespread civil disturbance; and requests for, or directions concerning distress assistance. Speed-of-service objective: Within 30 minutes.

**FLASH** (Precedence prosign Z)—This precedence indicator is reserved for initial enemy contact reports or operational combat messages of extreme urgency. Examples: Initial enemy contacts; messages recalling or diverting friendly aircraft about to bomb targets unexpectedly occupied by friendly forces; warnings of imminent large-scale attacks; extremely urgent intelligence messages; messages containing major strategic decisions of great urgency; and reports of tropical storms, typhoons, or hurricanes believed to be previously undetected. Speed-of-service objective: As fast as possible, with objective of less than 10 minutes.

In addition to the above categories, there is an **EMERGENCY COMMAND PRECEDENCE** (precedence prosign Y), which is limited to use by the National Command Authority and certain designated commanders of unified and specified commands.

Messages that have both action and information addressees may be assigned a single precedence; however, they may be assigned a dual precedence when a higher precedence is desired for the action addressee than is desired for the information addressees. It is important that the assignment of dual precedence be considered on all messages with information addressees when other than Routine precedence is assigned to the action addressee(s).

### **Message Text**

The text is that part of a message that contains the thought or idea the drafter wishes to communicate. The text must be clear, accurate, and concise.

Brevity is encouraged, but not at the expense of accuracy; brevity should be achieved through the proper choice of words and good writing techniques. Uncommon phrases or expressions must not be used to such an extent that the meaning becomes ambiguous or obscure.

Abbreviations in the text should be limited to those whose meanings are self-evident or those that are recognizable by virtue of long-established usage. The only exception would be for administrative or technical material in which authorized abbreviations are used, and persons familiar with the abbreviations will be the only ones handling the message. If in doubt, clarity should never be sacrificed for the sake of brevity.

### **Incoming Messages and Routing Procedures**

Communications centers process large amounts of message traffic every day. Copies of many of these messages will be routed to the chaplain. American Red Cross messages, messages concerning events in which the chaplain participates, general messages to all hands, and publication correction messages are but a few of the messages received daily in the office of the chaplain. The leading P is responsible for ensuring that a “message run” to the communications center is made whenever necessary, but certainly one should be made at least once each morning. The leading RP should also monitor all incoming messages. If anyone in addition to the chaplain should note or have a copy of the message, the chaplain will so indicate.

Whenever messages that require a reply are received, the leading RP must ensure that the entire RP staff works closely with the chaplain in rendering a timely response. Also, when the chaplain has released a very important message, the leading RP should coordinate with the communications center to determine when the message was sent so that the chaplain can be notified.

After the chaplain, leading RP, and other concerned individuals have noted incoming messages, those that are informative to all hands should be placed on the ship or station message board. This message board is usually a clipboard or binder suitable for holding several messages. The message board should be read and initialed daily by RP staff members.

### **American Red Cross (AMCROSS) Messages**

There are over 3,000 American Red Cross chapters in the United States, averaging about one per county. Red Cross chapters are listed in the white pages of the local phone directory, either under the heading of “Red Cross” or under the county government. Whenever an emergency arises at home, such as the severe illness or death of an immediate family member, service members may be notified through the American Red Cross.

In addition to stateside availability, many military installations overseas have Red Cross offices. Figure 3-7 shows a typical AMCROSS message; figure 3-8 shows the reply.

#### AMCROSS Messages At Sea

Each Red Cross chapter, regardless of location, has the capability of linking with military communications systems in Washington, D.C. Service members stationed virtually anywhere in the world can be contacted by

any Red Cross chapter. This is also true of ships and submarines at sea. A large ship, such as an aircraft carrier, may handle dozens of AMCROSS messages per month.

#### AMCROSS Message Handling and Follow-up

AMCROSS messages are normally addressed to the commanding officer or officer in charge, and usually indentify the member of the unit in the subject line. Command communications

NNNN

P 201411Z APR 83  
FM AMCROSS WASHINGTON DC  
TO USS EVERSAIL  
BT

UNCLAS C571 09501 NAVY 4811 RPT NAVY 4811  
FM SMF AMCROSS DENTON, TX TO SAF NATL. RE BT2 SOME N.  
NAME, NAVY 123-45-6789 CG01 USS EVERSAIL, FPO NY 09501. MOTHER  
JANE NAME REQUESTS EM LV DUE DEATH OF FATHER JOHN IN  
CONSTRUCTION ACCIDENT. STANDARD MORTUARY, DENTON, TX,  
PLUS COUNTY CORONER CONFIRM DEATH 19 APR. FUNERAL  
PENDING. SVCNM NOT AWARE DEATH. MOTHER REQUESTS SVCNM  
CALL 101-555-1212 SOONEST. PLS ADVISE.

Figure 3-7.—Sample of AMCROSS message received aboard ship.

YYYY DE XXXX 012/34

YYYYXXXX RUCNXXX3456 17118855-UUUU--RMFRSUU.  
ZNR UUUUU

P 221510Z APR 83  
FM USS EVERSAIL  
TO AMCROSS WASHINGTON DC  
BT

UNCLAS //N02120//

BT2 SOME N. NAME, USN, 123-45-6789

A. AMCROSS WASHINGTON DC 201411Z APR 83

1. SVCNM INFORMED CONTENTS REF A BY SHIP'S CHAPLAIN
2. EMERG LV GRANTED
3. REGRET SHIP'S LOCATION AND OP SCHEDULE DO NOT PERMIT IMMEDIATE DEPARTURE. SVCNM EXPECTS TO BOARD FLIGHT TO CONUS 24 APR WITH PROBABLE ETA DALLAS LATE THAT DAY.
4. SVCNM WILL CALL MOTHER FROM DALLAS TO GIVE FIRM ETA DENTON.

BT

2021

Figure 3-8.—Sample of reply to AMCROSS message.

center personnel routinely make copies of AMCROSS messages for the office of the chaplain or executive officer. At this point, the RP staff is required to take action.

As soon as the service member is informed of the contents of the AMCROSS message, usually by the chaplain, the division officer and/or department head should be informed so that emergency leave arrangements can be granted by the command. The RP can speed up this process by coordinating with the personnel office. A service member aboard a ship at sea may not be able to depart immediately; however, commanding officers normally will make every effort to get the individual home as quickly as possible. When there is a delay in departure, a message will be sent giving an estimated time of departure and arrival of the service member.

A tickler file should be constructed for the sole purpose of handling AMCROSS messages. Copies of all messages received or sent in this instance should be kept in a tickler file until after the member returns to the command. The chaplain will usually want to check with the member after the emergency leave period to ascertain whether additional help is needed. In some cases the emergency leave situation may have a serious impact on the family status of the service member. This situation at home may necessitate a request for a humanitarian transfer or even a hardship discharge from the military service. The RP staff member may not be directly involved in such requests, but should be able to instruct the person as to the procedure to be followed in such cases. Specific information concerning the humanitarian transfer is found in the *Enlisted Transfer Manual* (NAVPERS 15909), chapter 18. Details for requesting a hardship discharge are found in the *Naval Military Personnel Manual*, Article 3850120. RPs should also be familiar with chapter 5 of RP 3 & 2, module 1, *Personnel Support*, NET 287-01-45-82, which also provides guidance on this subject.

### **COMMAND RELIGIOUS PROGRAM EQUIPMENT**

The Command Religious Program usually operates with the basic equipment, such as typewriters, tape recorders, copy machines, and audiovisual equipment. In the future, many commands will acquire word processing equipment to support the Command Religious Program.

Personnel who use assigned equipment must assume responsibility for its routine maintenance and cleanliness. However, RP personnel should not attempt to make major repairs to equipment.

Such simple procedures as adding toner or paper to the copy machine and changing the typewriter ribbon are considered normal office functions. Even in carrying out these simple tasks, the RP should refer to the appropriate instruction sources for information about routine care of the equipment.

### **EQUIPMENT FAILURE/BREAKDOWN**

Few pieces of equipment will operate continuously over a long period of time without having some temporary or permanent breakdown. Most equipment requires routine maintenance to prevent premature failure and to extend the life of the equipment.

Equipment has limited or no usefulness if it is not operating properly. Therefore, every effort should be made to reduce or eliminate as much downtime of assigned equipment as possible.

### **MAINTENANCE DOCUMENTS AND DOCUMENTATION**

In today's Navy, the proper documentation of all actions involving the spending of defense dollars is required. Equipment may range in cost from a few pennies to several million dollars. The efficient, safe operation and maintenance of all assigned equipment is the inherent responsibility of every military member.

Equipment repair beyond the capabilities or authorization of the RP staff, or buildings/grounds upkeep beyond routine maintenance functions creates the need for maintenance by others. In such cases maintenance may be conducted by the local public works center (PWC) or the work maybe consigned to nongovernment agencies who contract with the Navy. In such cases documentation of the need for maintenance must be submitted on appropriate maintenance request forms.

For example, if aboard ship the space heating unit in the office of the chaplain becomes inoperable, the leading RP should submit an OPNAV 4790/2K to the repair office to request repairs. Specific guidance for completing each book on this form is contained in OPNAVINST 4790 series. Figure 3-9 shows a sample OPNAV 4790/2K.

Activities ashore normally use NAVFAC 9-11014/TF-1 as the standard maintenance document. Unlike shipboard maintenance and repair, where crew members perform most of the tasks, shore activities often depend upon the public sector for maintenance and repair contracts. Figure 3-10 shows a sample of NAVFAC 9-11014/TF-1.

OPNAV 4790/2K (Rev. 8-73)		SHIP'S MAINTENANCE ACTION FORM (2-KILO)				<input type="checkbox"/> COMP <input type="checkbox"/> DEFL	
<b>SECTION I. IDENTIFICATION</b>		<div style="display: flex; justify-content: space-between;"> <div>1. SHIP'S UIC</div> <div>2. WORK CENTER</div> <div>3. JOB REQ. NO.</div> <div>4. APL/AEL</div> </div>					
5. SHIP'S NAME 6. HULL NUMBER		7. EQUIPMENT HOUR NAME 8. IDENT / EQUIPMENT SERIAL NUMBER 9. ETC				<div style="display: flex; justify-content: space-between;"> <div>10. WHEN DISCOVERED DATE YR DAY</div> <div>11. WHEN DISCOVERED DATE YR DAY</div> </div>	
12. SAFETY HAZARD <input type="checkbox"/>		13. LOCATION (Compartment/Deck/Frame/Side)				14. WHEN DISCOVERED DATE YR DAY	
15. ALTERATIONS (REPAIR, CORRECTION, P/L Chg, etc.)		16. S / F HRS. EXP.				17. S / F HRS. REQ.	
18. CONFIGURATION CHANGE		19. S / F HRS. EXP.				20. S / F HRS. REQ.	
21. S / F HRS. EXP.		22. S / F HRS. REQ.				23. S / F HRS. REQ.	
24. S / F HRS. EXP.		25. S / F HRS. REQ.				26. S / F HRS. REQ.	
27. S / F HRS. EXP.		28. S / F HRS. REQ.				29. S / F HRS. REQ.	
30. S / F HRS. EXP.		31. S / F HRS. REQ.				32. S / F HRS. REQ.	
33. S / F HRS. EXP.		34. S / F HRS. REQ.				35. S / F HRS. REQ.	
36. S / F HRS. EXP.		37. S / F HRS. REQ.				38. S / F HRS. REQ.	
39. S / F HRS. EXP.		40. S / F HRS. REQ.				41. S / F HRS. REQ.	
42. S / F HRS. EXP.		43. S / F HRS. REQ.				44. S / F HRS. REQ.	
45. S / F HRS. EXP.		46. S / F HRS. REQ.				47. S / F HRS. REQ.	
48. S / F HRS. EXP.		49. S / F HRS. REQ.				50. S / F HRS. REQ.	
51. S / F HRS. EXP.		52. S / F HRS. REQ.				53. S / F HRS. REQ.	
54. S / F HRS. EXP.		55. S / F HRS. REQ.				56. S / F HRS. REQ.	
57. S / F HRS. EXP.		58. S / F HRS. REQ.				59. S / F HRS. REQ.	
60. S / F HRS. EXP.		61. S / F HRS. REQ.				62. S / F HRS. REQ.	
63. S / F HRS. EXP.		64. S / F HRS. REQ.				65. S / F HRS. REQ.	
66. S / F HRS. EXP.		67. S / F HRS. REQ.				68. S / F HRS. REQ.	
69. S / F HRS. EXP.		70. S / F HRS. REQ.				71. S / F HRS. REQ.	
72. S / F HRS. EXP.		73. S / F HRS. REQ.				74. S / F HRS. REQ.	
75. S / F HRS. EXP.		76. S / F HRS. REQ.				77. S / F HRS. REQ.	
78. S / F HRS. EXP.		79. S / F HRS. REQ.				80. S / F HRS. REQ.	
81. S / F HRS. EXP.		82. S / F HRS. REQ.				83. S / F HRS. REQ.	
84. S / F HRS. EXP.		85. S / F HRS. REQ.				86. S / F HRS. REQ.	
87. S / F HRS. EXP.		88. S / F HRS. REQ.				89. S / F HRS. REQ.	
90. S / F HRS. EXP.		91. S / F HRS. REQ.				92. S / F HRS. REQ.	
93. S / F HRS. EXP.		94. S / F HRS. REQ.				95. S / F HRS. REQ.	
96. S / F HRS. EXP.		97. S / F HRS. REQ.				98. S / F HRS. REQ.	
99. S / F HRS. EXP.		100. S / F HRS. REQ.				101. S / F HRS. REQ.	
102. S / F HRS. EXP.		103. S / F HRS. REQ.				104. S / F HRS. REQ.	
105. S / F HRS. EXP.		106. S / F HRS. REQ.				107. S / F HRS. REQ.	
108. S / F HRS. EXP.		109. S / F HRS. REQ.				110. S / F HRS. REQ.	
111. S / F HRS. EXP.		112. S / F HRS. REQ.				113. S / F HRS. REQ.	
114. S / F HRS. EXP.		115. S / F HRS. REQ.				116. S / F HRS. REQ.	
117. S / F HRS. EXP.		118. S / F HRS. REQ.				119. S / F HRS. REQ.	
120. S / F HRS. EXP.		121. S / F HRS. REQ.				122. S / F HRS. REQ.	
123. S / F HRS. EXP.		124. S / F HRS. REQ.				125. S / F HRS. REQ.	
126. S / F HRS. EXP.		127. S / F HRS. REQ.				128. S / F HRS. REQ.	
129. S / F HRS. EXP.		130. S / F HRS. REQ.				131. S / F HRS. REQ.	
132. S / F HRS. EXP.		133. S / F HRS. REQ.				134. S / F HRS. REQ.	
135. S / F HRS. EXP.		136. S / F HRS. REQ.				137. S / F HRS. REQ.	
138. S / F HRS. EXP.		139. S / F HRS. REQ.				140. S / F HRS. REQ.	
141. S / F HRS. EXP.		142. S / F HRS. REQ.				143. S / F HRS. REQ.	
144. S / F HRS. EXP.		145. S / F HRS. REQ.				146. S / F HRS. REQ.	
147. S / F HRS. EXP.		148. S / F HRS. REQ.				149. S / F HRS. REQ.	
150. S / F HRS. EXP.		151. S / F HRS. REQ.				152. S / F HRS. REQ.	
153. S / F HRS. EXP.		154. S / F HRS. REQ.				155. S / F HRS. REQ.	
156. S / F HRS. EXP.		157. S / F HRS. REQ.				158. S / F HRS. REQ.	
159. S / F HRS. EXP.		160. S / F HRS. REQ.				161. S / F HRS. REQ.	
162. S / F HRS. EXP.		163. S / F HRS. REQ.				164. S / F HRS. REQ.	
165. S / F HRS. EXP.		166. S / F HRS. REQ.				167. S / F HRS. REQ.	
168. S / F HRS. EXP.		169. S / F HRS. REQ.				170. S / F HRS. REQ.	
171. S / F HRS. EXP.		172. S / F HRS. REQ.				173. S / F HRS. REQ.	
174. S / F HRS. EXP.		175. S / F HRS. REQ.				176. S / F HRS. REQ.	
177. S / F HRS. EXP.		178. S / F HRS. REQ.				179. S / F HRS. REQ.	
180. S / F HRS. EXP.		181. S / F HRS. REQ.				182. S / F HRS. REQ.	
183. S / F HRS. EXP.		184. S / F HRS. REQ.				185. S / F HRS. REQ.	
186. S / F HRS. EXP.		187. S / F HRS. REQ.				188. S / F HRS. REQ.	
189. S / F HRS. EXP.		190. S / F HRS. REQ.				191. S / F HRS. REQ.	
192. S / F HRS. EXP.		193. S / F HRS. REQ.				194. S / F HRS. REQ.	
195. S / F HRS. EXP.		196. S / F HRS. REQ.				197. S / F HRS. REQ.	
198. S / F HRS. EXP.		199. S / F HRS. REQ.				200. S / F HRS. REQ.	
201. S / F HRS. EXP.		202. S / F HRS. REQ.				203. S / F HRS. REQ.	
204. S / F HRS. EXP.		205. S / F HRS. REQ.				206. S / F HRS. REQ.	
207. S / F HRS. EXP.		208. S / F HRS. REQ.				209. S / F HRS. REQ.	
210. S / F HRS. EXP.		211. S / F HRS. REQ.				212. S / F HRS. REQ.	
213. S / F HRS. EXP.		214. S / F HRS. REQ.				215. S / F HRS. REQ.	
216. S / F HRS. EXP.		217. S / F HRS. REQ.				218. S / F HRS. REQ.	
219. S / F HRS. EXP.		220. S / F HRS. REQ.				221. S / F HRS. REQ.	
222. S / F HRS. EXP.		223. S / F HRS. REQ.				224. S / F HRS. REQ.	
225. S / F HRS. EXP.		226. S / F HRS. REQ.				227. S / F HRS. REQ.	
228. S / F HRS. EXP.		229. S / F HRS. REQ.				230. S / F HRS. REQ.	
231. S / F HRS. EXP.		232. S / F HRS. REQ.				233. S / F HRS. REQ.	
234. S / F HRS. EXP.		235. S / F HRS. REQ.				236. S / F HRS. REQ.	
237. S / F HRS. EXP.		238. S / F HRS. REQ.				239. S / F HRS. REQ.	
240. S / F HRS. EXP.		241. S / F HRS. REQ.				242. S / F HRS. REQ.	
243. S / F HRS. EXP.		244. S / F HRS. REQ.				245. S / F HRS. REQ.	
246. S / F HRS. EXP.		247. S / F HRS. REQ.				248. S / F HRS. REQ.	
249. S / F HRS. EXP.		250. S / F HRS. REQ.				251. S / F HRS. REQ.	
252. S / F HRS. EXP.		253. S / F HRS. REQ.				254. S / F HRS. REQ.	
255. S / F HRS. EXP.		256. S / F HRS. REQ.				257. S / F HRS. REQ.	
258. S / F HRS. EXP.		259. S / F HRS. REQ.				260. S / F HRS. REQ.	
261. S / F HRS. EXP.		262. S / F HRS. REQ.				263. S / F HRS. REQ.	
264. S / F HRS. EXP.		265. S / F HRS. REQ.				266. S / F HRS. REQ.	
267. S / F HRS. EXP.		268. S / F HRS. REQ.				269. S / F HRS. REQ.	
270. S / F HRS. EXP.		271. S / F HRS. REQ.				272. S / F HRS. REQ.	
273. S / F HRS. EXP.		274. S / F HRS. REQ.				275. S / F HRS. REQ.	
276. S / F HRS. EXP.		277. S / F HRS. REQ.				278. S / F HRS. REQ.	
279. S / F HRS. EXP.		280. S / F HRS. REQ.				281. S / F HRS. REQ.	
282. S / F HRS. EXP.		283. S / F HRS. REQ.				284. S / F HRS. REQ.	
285. S / F HRS. EXP.		286. S / F HRS. REQ.				287. S / F HRS. REQ.	
288. S / F HRS. EXP.		289. S / F HRS. REQ.				290. S / F HRS. REQ.	
291. S / F HRS. EXP.		292. S / F HRS. REQ.				293. S / F HRS. REQ.	
294. S / F HRS. EXP.		295. S / F HRS. REQ.				296. S / F HRS. REQ.	
297. S / F HRS. EXP.		298. S / F HRS. REQ.				299. S / F HRS. REQ.	
300. S / F HRS. EXP.		301. S / F HRS. REQ.				302. S / F HRS. REQ.	
303. S / F HRS. EXP.		304. S / F HRS. REQ.				305. S / F HRS. REQ.	
306. S / F HRS. EXP.		307. S / F HRS. REQ.				308. S / F HRS. REQ.	
309. S / F HRS. EXP.		310. S / F HRS. REQ.				311. S / F HRS. REQ.	
312. S / F HRS. EXP.		313. S / F HRS. REQ.				314. S / F HRS. REQ.	
315. S / F HRS. EXP.		316. S / F HRS. REQ.				317. S / F HRS. REQ.	
318. S / F HRS. EXP.		319. S / F HRS. REQ.				320. S / F HRS. REQ.	
321. S / F HRS. EXP.		322. S / F HRS. REQ.				323. S / F HRS. REQ.	
324. S / F HRS. EXP.		325. S / F HRS. REQ.				326. S / F HRS. REQ.	
327. S / F HRS. EXP.		328. S / F HRS. REQ.				329. S / F HRS. REQ.	
330. S / F HRS. EXP.		331. S / F HRS. REQ.				332. S / F HRS. REQ.	
333. S / F HRS. EXP.		334. S / F HRS. REQ.				335. S / F HRS. REQ.	
336. S / F HRS. EXP.		337. S / F HRS. REQ.				338. S / F HRS. REQ.	
339. S / F HRS. EXP.		340. S / F HRS. REQ.				341. S / F HRS. REQ.	
342. S / F HRS. EXP.		343. S / F HRS. REQ.				344. S / F HRS. REQ.	
345. S / F HRS. EXP.		346. S / F HRS. REQ.				347. S / F HRS. REQ.	
348. S / F HRS. EXP.		349. S / F HRS. REQ.				350. S / F HRS. REQ.	
351. S / F HRS. EXP.		352. S / F HRS. REQ.				353. S / F HRS. REQ.	
354. S / F HRS. EXP.		355. S / F HRS. REQ.				356. S / F HRS. REQ.	
357. S / F HRS. EXP.		358. S / F HRS. REQ.				359. S / F HRS. REQ.	
360. S / F HRS. EXP.		361. S / F HRS. REQ.				362. S / F HRS. REQ.	
363. S / F HRS. EXP.		364. S / F HRS. REQ.				365. S / F HRS. REQ.	
366. S / F HRS. EXP.		367. S / F HRS. REQ.				368. S / F HRS. REQ.	
369. S / F HRS. EXP.		370. S / F HRS. REQ.				371. S / F HRS. REQ.	
372. S / F HRS. EXP.		373. S / F HRS. REQ.				374. S / F HRS. REQ.	
375. S / F HRS. EXP.		376. S / F HRS. REQ.				377. S / F HRS. REQ.	
378. S / F HRS. EXP.		379. S / F HRS. REQ.				380. S / F HRS. REQ.	
381. S / F HRS. EXP.		382. S / F HRS. REQ.				383. S / F HRS. REQ.	
384. S / F HRS. EXP.		385. S / F HRS. REQ.				386. S / F HRS. REQ.	
387. S / F HRS. EXP.		388. S / F HRS. REQ.				389. S / F HRS. REQ.	
390. S / F HRS. EXP.		391. S / F HRS. REQ.				392. S / F HRS. REQ.	
393. S / F HRS. EXP.		394. S / F HRS. REQ.				395. S / F HRS. REQ.	
396. S / F HRS. EXP.		397. S / F HRS. REQ.				398. S / F HRS. REQ.	
399. S / F HRS. EXP.		400. S / F HRS. REQ.				401. S / F HRS. REQ.	
402. S / F HRS. EXP.		403. S / F HRS. REQ.				404. S / F HRS. REQ.	
405. S / F HRS. EXP.		406. S / F HRS. REQ.				407. S / F HRS. REQ.	
408. S / F HRS. EXP.		409. S / F HRS. REQ.				410. S / F HRS. REQ.	
411. S / F HRS. EXP.		412. S / F HRS. REQ.				413. S / F HRS. REQ.	
414. S / F HRS. EXP.		415. S / F HRS. REQ.				416. S / F HRS. REQ.	
417. S / F HRS. EXP.		418. S / F HRS. REQ.				419. S / F HRS. REQ.	
420. S / F HRS. EXP.		421. S / F HRS. REQ.				422. S / F HRS. REQ.	
423. S / F HRS. EXP.		424. S / F HRS. REQ.				425. S / F HRS. REQ.	
426. S / F HRS. EXP.		427. S / F HRS. REQ.				428. S / F HRS. REQ.	
429. S / F HRS. EXP.		430. S / F HRS. REQ.				431. S / F HRS. REQ.	
432. S / F HRS. EXP.		433. S / F HRS. REQ.				434. S / F HRS. REQ.	
435. S / F HRS. EXP.		436. S / F HRS. REQ.				43	



The OPNAV 4790/2L is a maintenance document that amplifies the OPNAV 4790/2K. Space is provided for small-scale drawings and blueprint references or model pictures. Specific instructions for completion of this form are also contained in OPNAVINST 4790 series. A sample OPNAV 4790/2L is shown in figure 3-11.

The operation, care, and maintenance of audiovisual equipment used in the CRP are covered in chapter 7 of RP 3 & 2, module 1, *Personnel Support*, NAVEDTRA 287-01-45-82.

## **MAINTENANCE ASHORE**

At a shore installation, the leading RP should become familiar with the following management procedures and be prepared to take the actions indicated.

- Know about the assigned spaces. Be aware of the location; room temperature; operation and safety features and discrepancies of switches, panels, thermostats, fire alarms, fire-fighting equipment, heating units, and so forth.

- Work closely with the public works center. Record the names and phone numbers of a few key personnel and follow the proper procedures for effecting maintenance actions and submitting maintenance documents.

- Conserve energy.

- Consult operating manuals for assigned equipment and follow stated maintenance guidelines.

- Be knowledgeable about all maintenance documents and documentation procedures.

- Ensure that subordinates are trained and educated regarding maintenance actions and documentation.

## **MAINTENANCE ABOARD SHIP**

Aboard ship, the leading RP should become familiar with the following maintenance procedures and be prepared to take the actions indicated.

- Know the location of assigned spaces—even in the dark. Know where control panels and switches are located. Be able to locate and operate

damage control and fire-fighting equipment as required.

- Report equipment discrepancies to the proper office immediately for repair.

- Ensure that routine maintenance of assigned equipment is accomplished and documented.

- Conserve energy. Electrical power produced by the ship's generators is a precious commodity and should always be used wisely and efficiently. Take care not to overload circuits.

- Consult operating manuals for assigned equipment and follow stated maintenance guidelines.

- Be knowledgeable about all maintenance documents and documentation procedures.

- Ensure that subordinates are instructed and trained in maintenance actions and that documentation of maintenance is performed.

## **PMS ABOARD SHIP**

Aboard ship preventive maintenance is the order of the day. The old dictum "an ounce of prevention is worth a pound of cure" applies here. Just as we care for the engine of our car by frequent oil changes and lubrication, all hands must apply equal diligence in performing preventive maintenance on assigned equipment.

To achieve this goal, the Navy has developed the Planned Maintenance System (PMS). This is a controlled system that orders periodic maintenance actions to be taken on equipment. Maintenance actions may be ordered daily, weekly, monthly, quarterly, or maintenance may be required according to operation schedules, such as "after 100 hours of operation" or "after pulling into port." Generally speaking, the frequency of maintenance actions is determined by statistics on the effectiveness of PMS in the past.

While the importance of PMS aboard ship cannot be overemphasized, PMS at shore stations may be required of RPs as well. Whether at sea or ashore, RPs should study OPNAVINST 4790, which contains procedures for conducting PMS. Volume 2 of this series is particularly helpful.

A particularly vital PMS function aboard ship is maintenance performed on damage control equipment. RPs may be assigned as Damage



OPNAV 4790/2L (Rev. 6-73)		SUPPLEMENTAL FORM (2-LIMA)		
<b>SECTION I. IDENTIFICATION</b>				
A. SHIP'S NAME	B. HULL NUMBER	JOB CONTROL NUMBER		
		C. SHIP'S UIC	D. WORK CENTER	E. JOB REQ. NO.
		F. CONTINUATION FOR <input type="checkbox"/> 2K <input type="checkbox"/> 2L <input type="checkbox"/> 2P		
<b>SECTION II. REMARKS/SKETCHES</b>				
G.				
<b>SECTION III. AUTHENTICATION</b>				
H. FIRST CONTACT/MAINTENANCE MAN (Print)	I. DATE YR      DAY	J. SECOND CONTACT/SUPERVISOR (Print)	K. DATE YR      DAY	

Figure 3-11.—Sample of OPNAV 4790/2L (Supplemental Form).

287.195

Control Petty Officer (DCPO) for their division or department. If so, close interaction with personnel of the ship's repair division (leading Hull Technician) will be required. Since no one can predict the day or hour when damage control equipment will be needed, it follows that damage control systems must be fully operational at all times.

### **PROCUREMENT OF SERVICES OF AUXILIARY CHAPLAINS, CONTRACT CHAPLAINS, AND CLERGY FOR OCCASIONAL MINISTRIES**

Occasionally, when a special religious service, day of religious observance, or seminar is to be conducted, the command chaplain may need the assistance of an auxiliary chaplain. At other times, the command chaplain may have to be away for some reason, such as emergency leave or hospitalization. If this fact is known ahead of time, then the services of an auxiliary chaplain, contract chaplain, or clergy for occasional ministries can be planned and budgeted for well in advance.

### **ROLE OF THE COMMANDING OFFICER**

In instances where auxiliary chaplains, contract chaplains, or clergy for occasional ministries are needed, the commanding officer may submit a request for their services. A Standard Form 171 should be used, together with an ecclesiastical endorsement of the proposed auxiliary chaplain by the denominational affiliate. These documents, along with a personal request from the proposed auxiliary chaplain, are forwarded to the Chief of Chaplains for approval. Figures 3-12 through 3-15 show the four parts of the Standard Form 171.

### **PROCEDURES FOR EMPLOYMENT OF AUXILIARY CHAPLAINS, CONTRACT CHAPLAINS, AND CLERGY FOR OCCASIONAL MINISTRIES**

SECNAVINST 1730.3 defines auxiliary chaplains as members of the clergy appointed by a commanding officer and approved by the Chief of Chaplains (OP-09G). Auxiliary chaplains

should be employed only in those situations where adequate services of Navy chaplains are not available.

Contract chaplains are members of the clergy approved by the Chief of Chaplains (OP-09G) to provide services under a nonpersonal services contract.

The RP staff may be involved with the auxiliary chaplain and the contract chaplain on a limited basis in the following ways.

- When a proposed budget allocation for services of an auxiliary or contract chaplain is formulated, the leading RP should assist in the preparation of the budget.

- The RP staff may assist the proposed auxiliary or contract chaplain by obtaining the necessary forms for them and by providing typing assistance.

Specific details concerning the hiring of auxiliary and contract chaplains are discussed in SECNAVINST 1730.3 and in RP 3 & 2, module 2, *Logistics Support and Financial Control*, NAVEDTRA 287-02-45-81.

### **THE RP STAFF AND CIVILIAN EMPLOYEES**

A need may arise for the employment of civilians in the office of the chaplain. In such cases, both civilian and military staff members should work together as a team to accomplish the mission of the Command Religious Program. Further guidance in civilian and military working relationships is contained in chapter 5, "Personnel Management," of this manual.

The RP staff may be called upon by the chaplain to process employment applications of civilians under the guidance of the local civilian personnel office. The staff may assist in the assembly and forwarding of the applications and the ecclesiastical endorsements. They may also communicate with agencies on behalf of the applicant.

### **GUEST SPEAKERS AND TRAINING COURSE DIRECTORS**

Occasionally, the commanding officer may invite clergy or other members of the local community to speak at a religious service or to direct a command-sponsored religious function. These special occasions may include a spiritual

**Read instructions before completing form**

1 Kind of position (job) you are filing for (or title and number of announcement)				<b>DO NOT WRITE IN THIS BLOCK FOR USE OF EXAMINING OFFICE ONLY</b>			
2 Options for which you wish to be considered (if listed in the announcement)				Material <input type="checkbox"/> Submitted <input type="checkbox"/> Returned		Entered register	
3 Home phone Area Code      Number		4 Work phone Area Code      Number      Extension		Notations			
5 Sex (for statistics only) <input type="checkbox"/> Male <input type="checkbox"/> Female		6 Other last names ever used		Form reviewed			
Name (Last, First, Middle)				Form approved			
Street address or RFD no. (include apartment no. if any)				Option		Grade	
City		State		ZIP Code		<input type="checkbox"/> 5 Points (Tent.) <input type="checkbox"/> 10 Pts. 30% or More Comp. Dis. <input type="checkbox"/> 10 Pts. Less Than 30% Comp. Dis. <input type="checkbox"/> Other 10 Points <input type="checkbox"/> Disallowed <input type="checkbox"/> Being Investigated	
8 Birthplace (City & State or foreign country)				<b>THIS SPACE FOR USE OF APPOINTING OFFICER ONLY</b> Preference has been verified through proof that the separation was under honorable conditions, and other proof as required			
9 Birth date (Month day year)		10 Social Security Number					
11 If you have ever been employed by the Federal Government as a civilian, give your highest grade, classification series, and job title				Signature and title			
Dates of service in highest grade (Month day and year) From                      To				Agency                      Date			
12 If you currently have an application on file with the Office of Personnel Management for appointment to a Federal position, list: (a) the name of the area office maintaining your application; (b) the position for which you filed; and (if appropriate) (c) the date of your notice of rating; (d) your identification number; and (e) your rating				<input type="checkbox"/> 5 Point <input type="checkbox"/> 10 Points 30% or More Compensable Disability <input type="checkbox"/> 10 Points Less Than 30% Compensable Disability <input type="checkbox"/> 10 Point Other			
13 Lowest pay or grade you will accept		14 When will you be available for work? (Month and year)		15 Are you interested in being considered for employment by			
PAY \$      per      OR      GRADE		YES      NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		YES      NO <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			
15 Are you available for temporary employment lasting (Acceptance or refusal of temporary employment will not affect your consideration for other appointments)				16 Are you available for part-time positions (fewer than 40 hours per week) offering			
A Less than 1 month? <input type="checkbox"/> YES <input type="checkbox"/> NO B 1 to 4 months? <input type="checkbox"/> YES <input type="checkbox"/> NO C 5 to 12 months? <input type="checkbox"/> YES <input type="checkbox"/> NO				A State and local government agencies? <input type="checkbox"/> YES <input type="checkbox"/> NO B Congressional and other public offices? <input type="checkbox"/> YES <input type="checkbox"/> NO C Public international organizations? <input type="checkbox"/> YES <input type="checkbox"/> NO			
17 Where will you accept a job?				18 Indicate your availability for overnight travel			
A In the Washington D.C. Metropolitan area? <input type="checkbox"/> YES <input type="checkbox"/> NO B Outside the 50 United States? <input type="checkbox"/> YES <input type="checkbox"/> NO C Anyplace in the United States? <input type="checkbox"/> YES <input type="checkbox"/> NO D Only in (specify locality) <input type="checkbox"/> YES <input type="checkbox"/> NO				A Not available for overnight travel <input type="checkbox"/> YES <input type="checkbox"/> NO B 1 to 5 nights per month <input type="checkbox"/> YES <input type="checkbox"/> NO C 6 to 10 nights per month <input type="checkbox"/> YES <input type="checkbox"/> NO D 11 or more nights per month <input type="checkbox"/> YES <input type="checkbox"/> NO			
20 Veteran Preference Answer all parts. If a part does not apply to you, answer "NO"				21 Are you available for full-time positions (40 or more hours per week) offering			
A Have you ever served on active duty in the United States military service? (Exclude tours of active duty for training in Reserves or National Guard) B Have you ever been discharged from the armed services under other than honorable conditions? You may omit any such discharge changed to honorable or general by a Discharge Review Board or similar authority. If "YES" give details in item 34 C Do you claim 5-point preference based on active duty in the armed forces? If "YES" you will be required to furnish records to support your claim at the time you are appointed D Do you claim 10-point preference? If "YES" check the type of preference claimed and complete and attach Standard Form 15, Claim for 10-Point Veteran Preference, together with the proof requested in that form				A 20 or fewer hours per week? <input type="checkbox"/> YES <input type="checkbox"/> NO B 21 to 31 hours per week? <input type="checkbox"/> YES <input type="checkbox"/> NO C 32 to 39 hours per week? <input type="checkbox"/> YES <input type="checkbox"/> NO			
Type of Preference <input type="checkbox"/> Compensable Disability 30% or More <input type="checkbox"/> Compensable Disability Below 30% <input type="checkbox"/> Non compensable Disability <input type="checkbox"/> Purple Heart Recipient <input type="checkbox"/> Spouse <input type="checkbox"/> Widower <input type="checkbox"/> Mother				E List dates, branch, and serial number of all active service (enter "N/A" if not applicable) From                      To                      Branch of Service                      Serial or Service Number			



### Attach Supplemental Sheets or Forms Here

<b>22 A</b> Special qualifications and skills (skills with machines, patents or inventions, your most important publications (do not submit copies unless requested), your public speaking and publications experience, membership in professional or scientific societies, etc.)											
<b>B</b> Kind of license or certificate (pilot, registered nurse, lawyer, radio operator, CPA, etc.)				<b>C</b> Latest license or certificate Year      State or other licensing authority		<b>D</b> Approximate number of words per minute Typing      Shorthand					
<b>23 A</b> Did you graduate from high school or will you graduate within the next nine months, or do you have a GED high school equivalency certificate? Yes      Month and year      No      Highest grade completed				<b>B</b> Name and location (city and State) of last high school attended							
<b>C</b> Name and location (city, State, and ZIP Code, if known) of college or university (If you expect to graduate within nine months, give MONTH and YEAR you expect to receive your degree)				<b>Dates Attended</b> From      To		<b>Years Completed</b> Day      Night		<b>No. of Credits Completed</b> Semester Hours      Quarter Hours		<b>Type of Degree (B.A., etc.)</b>	<b>Year of Degree</b>
<b>D</b> Chief undergraduate college subjects				<b>No. of Credits Completed</b> Semester Hours      Quarter Hours		<b>E</b> Chief graduate college subjects				<b>No. of Credits Completed</b> Semester Hours      Quarter Hours	
<b>F</b> Major field of study at highest level of college work											
<b>G</b> Other schools or training (for example, trade, vocational, Armed Forces or business). Give for each the name and location (city, State, and ZIP Code, if known) of school, dates attended, subjects studied, number of classroom hours of instruction per week, certificate, and any other pertinent data.											
<b>24</b> Honors, awards, and fellowships received											
<b>25</b> Languages other than English. List the languages (other than English) in which you are proficient and indicate your level of proficiency by putting a check mark (✓) in the appropriate column. Candidates for positions requiring conversational ability in a language other than English may be given an interview conducted solely in that language. Describe in item 35 how you gained your language skills and the amount of experience you have had (e.g., completed 72 hours of classroom training, spoke language at home for 18 years, self-taught, etc.).											
Name of Language(s)			<b>PROFICIENCY</b>								
			Can Prepare and Deliver Lectures		Can Converse		Have Facility to Translate Articles, Technical Materials, etc.		Can Read Articles, Technical Materials, etc. for Own Use		
			Fluently	With Difficulty	Fluently	Passably	Into English	From English	Easily	With Difficulty	
<b>26</b> References. List three persons who are NOT related to you and who have definite knowledge of your qualifications and fitness for the position for which you are applying. Do not repeat names of supervisors listed under item 21. Experience											
Full Name			Present Business or Home Address (Number, Street, City, State and ZIP Code)					Business or Occupation			

Figure 3-14.—Sample of Personal Qualifications Statement (Standard Form 171)—Page 3.

Page 4

**Figure 3-15.—Sample of Personal Qualifications Statement (Standard Form 171)—Page 4.**

# STATISTICAL DATA ANALYSIS OF RELIGIOUS SERVICES

Whether services are held aboard ship, at Navy shore installations, or at Marine Corps

commands, statistical data should be kept on each service conducted. This data can be beneficial in a number of ways.

● The Active Duty Chaplain's Quarterly Report, OPNAV 1730/3, (revised 6-83)

requires some of this data. See figure 3-16.

● Weekly records of attendance and offerings will give a good estimate of the receipt of future nonappropriated funds.

<b>ACTIVE DUTY CHAPLAIN'S REPORT</b> FOR THE PERIOD FROM _____ TO _____							
<b>PRIVACY ACT STATEMENT</b> UNDER AUTHORITY OF 5 UNITED STATES CODE 301, DEPARTMENTAL REGULATIONS, YOU ARE REQUIRED TO PROVIDE CURRENT INFORMATION TO THE PROGRAM SPONSOR CONCERNING YOUR ACTIVITIES, NEEDS, AND ACHIEVEMENTS. THIS INFORMATION WILL PROVIDE SUPERVISORY CHAPLAINS AND THE OFFICE OF THE CHIEF OF CHAPLAINS WITH DATA NEEDED FOR BRIEFINGS AND OVERALL SUPERVISION OF THE CHAPLAINS PROGRAM. PROVIDING PERSONAL INFORMATION IS VOLUNTARY. HOWEVER, INACCURATE COMPLETION OF THIS REPORT FORM MAY ADVERSELY AFFECT THE TOTAL PROGRAM OF THE CHAPLAIN CORPS.							
1 FROM				2 SOCIAL SECURITY NUMBER			
3 TO: (Major Claimant Chaplain)				4 FAITH GROUP			
5 VIA: (1)				6 PRIMARY DUTY			
7 VIA: (2)				8 NUMBER DAYS DEPLOYED IN REPORTING PERIOD			
9 SUBSPECIALTY CODE		10 UNIT IDENTIFICATION CODE		11 BILLET SEQUENCE CODE		12 BILLET SUBSPECIALTY CODE	
13 STATISTICAL REPORT							
MINISTRY	TOTAL	MINISTRY	TOTAL	MINISTRY	TOTAL	MINISTRY	TOTAL
a Divine Services		b Average Attendance Divine Services		c Sacrament/Pastoral Acts		d Pastoral Counseling	
e Work Area Visitation		f Pastoral Calls		g Religious Ed Classes		h Small Groups	
i Training Conducted		j Assisted CACO		k Interviews		l Services for Other Faiths	
14 NARRATIVE REPORT (Continue on reverse, if necessary)							
15 REPORTING CHAPLAIN'S SIGNATURE						16 DATE	

OPNAV 1730/3 (Rev 6-83)

Figure 3-16.--Sample of Active Duty Chaplain's Annual Report (OPNAV 1730/3) (Rev. 6-83).

41.4

- The chaplain can determine where efforts need to be concentrated in order to enhance layperson participation in the Command Religious Program (CRP).

- Charts and graphs based on attendance data can show at a glance the amount of progress being made within the CRP; problems can be pinpointed, and successes noted.

- The leading RP is responsible for procuring and compiling statistical data for all services conducted.

- At shore installations, if present spaces are inadequate to house CRP activities, and a construction request is to be submitted through the chain of command, weekly statistics would be necessary to establish credibility for the request,

- Statistics can help to justify an increased CRP budget. For example, if the CRP ashore has \$4,000 allocated to sponsor the first annual Vacation Church School at the installation chapel, and on the second day uses up the entire allocation issued because of unexpected participation, this statistical data would indicate the need for an increased allocation of funds.

#### **APPOINTMENT AND DESIGNATION OF LAY READERS**

The Command Religious Program is designed for the spiritual benefit and morale building of

all command personnel as well as their dependents. The voluntary contribution of the time and talent of laypersons will help make the CRP a success.

Article 5810150 of the *Naval Military Personnel Manual* delineates the responsibility of the commanding officer to make provisions for religious services for assigned personnel. Some commands at sea will not have a chaplain assigned. On ships or in deployed squadrons where a chaplain is assigned, he or she will be endorsed by only one of the many faith groups represented by command personnel. For example, a certain command may have 1,800 members. Both a Roman Catholic and a Protestant chaplain may be assigned. However, there may be Jewish personnel, Latter-Day Saints, or members of other religious groups who have no chaplain of their particular faith to minister to them.

In such cases, the commanding officer may designate an officer or enlisted person, who volunteers for the position, to represent a particular religious body as a lay reader, and in the absence of a chaplain, to conduct worship services as appropriate. This designation should be in writing from the commanding officer to the volunteer. The letter of designation should be made a part of the member's service record. OPNAVINST 1730.1A indicates that the duration of the designation of a lay reader is to be only for the period of time the chaplain is not available, such as a 2-month deployment of the chaplain on a destroyer.